بسم الله الرحمن الرحيم

The Behavioral and Organizational Factors that Affect the Successful Implementation of ABC System in Jordanian Manufacturing Firms

" العوامل السلوكية والتنظيمية التي تؤثر في نجاح تطبيق نظام التكاليف المبني على الأنشطة في الشركات الصناعية الأردنية"

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The Behavioral and Organizational Factors that Affect the Successful Implementation of ABC System in Jordanian Manufacturing Firms
"An Exploratory Study"

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Dedication

I present this work to my beloved, tender mother.

To my dearest father who represent everything to me.

To my brothers and sisters who mean a lot for me.

To my friends who accompanied me through my way.

To all who helped me in achieving this study.

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LIST OF ABBREVIATIONS

Symbol	Meaning
ABC	Activity-Based Costing
ASE	Amman Stock Exchange
JSE	Johannesburg Stock Exchange
ROI	Return on Investment
SPSS	Statistical Package for Social Sciences
SAPO	South African Post Office
TCS	Traditional Cost System
U.K	United Kingdom
U.S.A	United States of America

ABSTRACT

Al-Mekhlafi, Mohammed Abdullah Hamood. The Behavioral and Organizational Factors that Affect the Successful Implementation of ABC System in Jordanian Manufacturing Firms. Master of Accounting Thesis, Yarmouk University, 2009 (Supervisor: Dr. Jamal Ibrahim Bdour).

This study aimed at determining the behavioral and organizational factors that affect the success of activity–based costing system implementation in Jordanian Manufacturing Firms. To achieve this goal, data was collected from 77 staff members with a job title of general managers, assistant managers, financial managers and accountants working at Jordanian Manufacturing Firms listed in Amman Stock Exchange (ASE) and use ABC system at the end of 2008 using a questionnaire that was developed and distributed to them.

The results of this study revealed that the most essential factor influencing the successful implementation of ABC was top management support and commitment than other variables. Furthermore, the study revealed that ABC system gives more accurate knowledge of each product's cost and profitability. Finally, because there were a few Jordanian manufacturing firms applying this system, the researcher recommends other firms to use ABC system, and this study can be applied in future research using different factors and in different sectors.

Keywords: ***Behavioral and Organizational Factors, Activity Based Costing system, Jordanian manufacturing firms, Amman Stock Exchange.***

CHAPTER ONE

AN INTRODUCTORY TO THE STUDY

1.1 Introduction.

1.2 Problem of the study.

1.3 Purpose of the Study.

1.4 Significance of the Study.

AN INTRODUCTORY TO THE STUDY

1.1 Introduction:

Traditional costing systems suffer from a number of problems due to the way in which they allocate overheads. As a result, product costs have arbitrary components, managers lack information about what cause cost to be incurred (Amsier et.al, 1993).

An Activity-Based Costing (ABC) system was developed and paid extensive attention because it does not allocate only manufacturing costs to products like the traditional cost systems, but also assigns other costs, such as administrative costs and marketing costs to cost objects, which includes activities, products and customers (Krumwiede and Roth, 1997).

Consequently, firms have adopted (ABC) system which requires two stages to be implemented. The first stage identifies significant activities and assigns overhead costs to each activity depending on the proportion of the organization's resources it uses. The overhead assigned to each activity comprises an activity cost pool. The second stage requires identifying cost drivers that are appropriate for each cost pool. Then, overhead costs are allocated from each activity cost pool to each product line in proportion to the amount of the cost driver consumed by the product line (Hilton, 2008).

Some companies have converted to ABC system, but without much success. The success to implement this system dependent on a set of factors. These comprise behavioral, organizational, technical, and contextual factors. This study will focus only on the behavioral and organizational factors. These factors based on Shields and Young (1989) to examine the affect of these factors on the implementation of ABC system in Jordanian Manufacturing Firms. These variables include top management support, linkage of ABC to competitive strategies, linkage of ABC to performance evaluation and compensation, sufficient internal resources, training, and clarity of the objectives of ABC.

1.2 Problem of the study:

Previous literature showed that ABC system has been implemented and investigated in many countries, such as the U.S.A, U.K., Canada or Australia. However, no empirical evidence indicated that the implementation of ABC relevant to an organization's learning may lead to the great solution during an economic crisis (Chongruksut, 2002). This study will explore this issue in Jordan by answering the following questions:

1. Does the greatest support & commitment provided by top management lead to the successful implementation of ABC?
2. Are there any positive relationships between linkage of ABC to competitive strategies, performance evaluation and compensation and its successful implementation?
3. Is there any positive relationship between sufficient internal resources and the success of ABC system?
4. Does a sufficient employee training in designing and using ABC lead to the success of ABC system?
5. Does the greater clarity of ABC objectives lead to the success of ABC system?

1.3 Purpose of the Study:

The success of ABC is associated with behavioral and organizational variables (Shields 1995, Krumwiede and Roth 1997, and Krumwiede 1998). The behavioral and organizational factors have greatest effect on the successful implementing of ABC (Chongruksut, 2002). This study aimed at determining the behavioral and organizational factors that affect the success of implementing activity–based costing system in Jordanian Manufacturing firms. No evidence indicated what are the factors that influence the

success/failure of ABC in Jordan. Thus, this study is geared to address this issue and will focus on the following factors which believed that they have great effect on implementing activity-based costing:

1. The support and commitment by management on the implementation of ABC system.
2. The linkage of ABC to competitive strategies, performance evaluation and compensation.
3. Sufficient internal resources.
4. Training in designing and using ABC.
5. Clarity of ABC objectives.

1.4 Significance of the Study:

The importance of this study is reflected in its objectives which are to examine and investigate an important issue in the accounting process which is the proper and efficient use of the costing system.

To the best of the researcher's knowledge, there are no empirical published researches that have examined the behavioral and organizational factors that affect the success of activity–based costing system implementation in Jordanian Manufacturing firms. So the present study may be the first one that conducted in Jordan regarding investigating the behavioral and

organizational factors that affect the success of activity–based costing system implementation in Jordanian Manufacturing firms.

CHAPTER TWO

THEORETICAL FRAMEWORK

2.1 Definition of ABC system.

2.2 Advantages and Disadvantages of Activity Based Costing System.

2.3 Implementation of ABC system.

2.4 Factors influencing the success of ABC system.

THEORETICAL FRAMEWORK

2.1 Introduction:

This chapter introduces ABC system as an advanced management accounting technique in the Jordanian environment and provides the background and the main features of ABC.

2.2 Definition of Activity Based Costing System:

There are many different definitions of ABC system in the literature.

"The Activity Based Costing (ABC) is costing method that is designed to provide managers with cost information for strategic and other decisions that potentially affect capacity and there for "fixed" as well as variable costs" (Garrison et al., 2008, p310).

"The activity based costing (ABC) system, which follow a two-stage procedure to assign overhead costs to product. The first stage identifies significant activities and assigns overhead cost to each activity depending on the proportion of the organization's resources it uses. The overhead costs assigned to each activity comprise an activity cost pool" (Hilton, 2008, p178).

The Activity-based costing is a management accounting system that focuses on measuring the cost and performance of activities, products,

customers, and other cost objects. The basic premise of ABC is that activities consume resources and cost objects use activities. Thus, ABC assigns resource costs to cost objects based on the activities used by the cost objects (Krumwiede and Roth, 1997).

2.3 Advantages and Disadvantages of Activity Based Costing System:

The ABC system is now represented as a solution for limitation and disadvantages of the traditional costing system. The advantages and disadvantages of ABC system are introduced below:

2.3.1 Advantages and Disadvantages of ABC System:

Sohal and Chung (1998) provided a summary of ABC system advantages:

1- It provides more accurate product line costing particularly where non-volume related overhead are significant and a varied product line is manufactured.

2- It is flexible enough to analyze costs by cost objectives other than products such as processes, area of managerial responsibility and customers.

3- It provides a reliable indication of long-run variable product cost which is particularly relevant to managerial decision-making at strategic level.

4- It provides financial (period cost driver rates) and non financial (period cost driver volumes) meaningful information to support improvement efforts.

5- It supports identification and understanding of cost behavior and thus has the potential to improve cost estimation.

Furthermore, Sohal and Chung (1998) provided a summary of ABC system disadvantages:

1- Implementing ABC needs a large amount of work and it takes long time;

2- Lack of suitable accounting staff resources to install an ABC system;

3- Lack of computer resources, special software tools is required to provide quality implementation;

4- The cost of implementing and running an ABC system is high comparing with the benefits which would be generated;

5- Uncertainties in selecting suitable cost drivers, in addition to the large amount of vague data which should be collected.

2.4 Implementation of ABC:

There are seven major steps to implement ABC system including :(Roztocki et. al, 1999).

First: Review the company's financial information:

In this step, the accountant identifies the company's direct costs, overhead costs and capital costs and they could be obtained to all required financial information from the company's income statement and balance sheet. The income statement is primarily needed to estimate the operating cost, while the balance sheet is mainly needed to calculate the capital charges.

Second: Establish objectives and requirements of the ABC system:

In this step, the management must define the main objective of the costing system and decide upon the level of accuracy and reliability required in their costing system .The higher the level of accuracy, the higher the effort and cost of data collection.

Third: Identify main activities:

In this step, the accountant identifies the main activities, which cause overhead expenses. The number of activities identified, used as a medium to trace overhead is determined by the level of accuracy and reliability desired.

Fourth: Trace overheads to activities:

The overhead costs are traced from activities to cost objects. To systematically relate activities to costs objects and to identify the cost object's overhead consumption rate can be used.

Fifth: Trace overhead to cost objects:

The overhead costs are traced from activities to cost objects. To systematically relate activities to cost objects and to identify the cost object's overhead consumption rate can be used (Roztocki and Needy, 1999).

Sixth: Calculate product cost of each cost object:

In this step, to obtain the product cost of order, the direct and overhead costs of each cost objects are added together. When calculated the product cost of order, it can be used to make well-founded pricing decisions and judge profitability.

Seventh: Use the ABC analysis for strategic decision-making and improvement:

In this step, the decision-maker would be challenged to interpret the data that will improve the efficiency of the business.

2.5 Factors Influencing the Success of ABC system:

The relationship between a diversity of behavioral, organizational and technical factors, and the success of implementation of ABC findings, is that the successful implementation of ABC is associated more with behavioral and organizational variables than technical factors (Shields, 1995). The behavioral and organizational factors can lead to the success of implementation of ABC (Krumwiede and Roth, 1997).

These variables comprise top management support, linkage of the ABC system to competitive strategies, linkage of the ABC system to performance evaluation and compensation, sufficient internal resources, training in designing and implementing ABC and non-accounting ownership, which is the commitment of non-accountants to use ABC information(Shields, 1995).

The successful of implementation of ABC relies on four crucial factors: top management support, sufficient employees training in designing, using, and accessibility to the ABC system and the sufficient internal resources (O'Guin, 1991).

Most of studies (Shields 1995, Krumwiede and Roth 1997, Krumwiede 1998 and Chongruksut 2002) concluded that the success of ABC primarily depends on effectively dealing with the specific behavioral

and organizational factors affecting ABC implementation. Factors influencing the success of ABC system are as follow:

2.5.1 Top Management Support and Commitment:

The lack of visible, active management sponsorship and support lead to the failure of ABC projects and there is a high value focused on business issue when senior management are committed to the project it indicates to the project team (Morrow & Connolly, 1994). The top management support is the most crucial factor in the success of ABC implementation and top management should commit resources and develop goals and strategy to enable the implementation of ABC (Taba, 2005). "Top management also has a key role to use ABC information in communications with other employees to encourage them to utilize ABC information" (Chongruksut, 2002, p65).

The most essential factor influencing the successful implementation of ABC is top management support. Is it possible that top management support may be one of the most important factors in implementing ABC in Manufacturing Jordanian firms?

2.5.2 Competitive Strategy:

ABC information related to competitive strategy is necessary for helpful improving competitive position and profitability of firms, For example, if a firm utilizes a low-cost strategy in competition; the ABC system will prepare precise assessments of product or process costs for designers to know the costs of customization (Chongruksut, 2002).

2.5.3 Performance Evaluation and Compensation:

"Generally, employees take an interest in what affects their welfare. Hence, linkage of the ABC system to performance evaluation and compensation stimulates employees to implement an ABC system" (Chongruksut, 2002, p66).Transformation of cost allocations will affect employees' performance evaluation leading to increased resistance (Krumwiede and Roth, 1997).

2.5.4 Internal Resources:

The employee resources are one of the most important factors for success of ABC implementing (Shields and McEwen, 1996). The main resources to success of ABC implementation are: time and commitment of accountants, top management, operating employees and software (Forrest

and Forrest, 1999). Sufficient internal resources give employees the opportunity to learn about the ABC system and the ABC benefits, and make employees have less resistance (Shields, 1995).

The management should bring the adequate resources for process of designing and implementing ABC system.

2.5.5 Training:

To understand why ABC system provides a superior economic measurement and information system and to explain the differences between it and traditional costing method should doing extensive training about ABC system (Gurses, 1999).

2.5.6 Clarity of ABC objectives:

Before implementing ABC system, the company had provided conferences for employees in order to inform employees about clarity of objectives and the necessity of transformation, as well as request of co-operation from employees (Chongruksut, 2002).The clarity of objectives of ABC implementation is important factor for the procedural revision of the successful implementation of ABC firms (Shields and Young, 1989).

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction.

3.2 Previous Studies.

3.3 Summary of Previous Studies.

3.4 Comments on Previous Studies.

3.5 Distinguish this study from the Previous Studies.

LITERATURE REVIEW

3.1 Introduction:

This chapter is devoted to literature review focusing on the attempts that tackle the subject of the study, which are displayed and ordered chronologically. A summary of previous studies which provide readers with more easiness when he/she willing to read some knowledge about the study subject. A brief comment is provided on these previous studies. Finally, what distinguishes this study from the previous studies in terms of scope and methodology is introduced at the end of the chapter.

3.2 Previous Studies:

Krumwiede (1998) aimed to test how the contextual and organizational factors affect ten stages of the ABC implementation process in U.S.A manufacturing firms. The study based on Empirical tests of the hypotheses is performed using data collected through a survey instrument mailed. The study comprised the members of the Cost Management Group and a member interest group of the Institute of Management Accountants as a population of a study. The study concluded that the direction and level of importance for

many factors varies by stage. Also concluded studies that combine ABC firms from several implementation stages to test certain success factors may distort their significance levels or reject other factors that are only important for certain stages.

While, Wessels & Shotter (2000) investigated the extent and nature of organizational problems that are encountered in South Africa in respect of the implementation of ABC are examined and compared with difficulties experienced by companies in the British Isles, United States of America and Australia. The study based on a questionnaire and the literature survey as well as an empirical study of the companies listed on the Johannesburg Stock Exchange (JSE). The study concluded that South African companies experience less difficulty in respect of support from senior management and considered the employee resources allocated to the ABC projects to be adequate and satisfactory, and the insufficient training of users and managers is perceived to be a hindrance to success and in the majority of companies other priorities take precedence to the ABC project.

In addition, Cagwin & Bouwman (2002) measured the improvement in financial performance that is associated with the use of ABC "for profit" firms in U.S.A The study used cross-sectional mail survey of 1,058 internal auditors who are members of the Institute of Internal Auditors. Auditors

employed in the banking industry were excluded because they often have highly specialized responsibilities. Also the Auditors employed by governmental and nonprofit organizations were excluded as well since those organizations do not measure improved financial performance as improvement in profitability (ROI). The study concluded that there indeed is a positive association between ABC and improvement in ROI when ABC is used concurrently with other strategic initiatives, when implemented in complex and diverse firms, when used in environments where costs are relatively important, and when there are limited numbers of intra-company transactions.

Furthermore, Chongruksut (2002) examined the relationship between the firms that adopted ABC system and the economic crisis (1997) through theoretical models of organizational learning and the relationship between the implementation of ABC and the philosophy of organizational learning for firms listed on the Stock Exchange of Thailand that operate in the Bangko region. The study used a mail questionnaire survey and semi-structured interviews that direction to 292 firms was selected from both quantitative and qualitative methods. The study concluded that the economic crisis was a significant variable forcing Thailand firms to build organizational learning. In addition, and due to the changed environment,

such as increased competition or growing costs, and the inability of the traditional cost systems to provide information in the new environment, several Thailand firms had adopted and implemented ABC in response to this change in environment. The study was found that the development and the implementation of ABC were involved with an organization's learning and the success of ABC was partly contingent on the level of organizational learning. The study also confirmed that behavioral and organizational variables (the clarity of the objectives of ABC) are considered important variables affecting significant variation in the degree of ABC success.

While, in Jordanian environment, Khasharmeh (2002) measured the use of the ABC system and identified the benefits the companies may obtain from using it in Jordanian manufacturing companies. The study also aimed to identify the difficulties and obstacles that retard Jordanian manufacturing companies from applying the ABC system. The researcher used a questionnaire to achieve objectives of the study and was distributed to 77 companies. The study concluded that only 10% of the sample uses the ABC system, because those which are not satisfied with their current costing system. Companies which use ABC strongly agree that ABC caused improvements in the performance of the company in general, and the quality of information given to decision-makers. Otherwise, companies which use

ABC quite agree that ABC affects the pricing policy in the company, But doesn't agree to increase its competitive ability.

But, Al-Alkawi (2004) found out the impacts and impediments of implementing the ABC system on Jordanian service sector: banks activities. The study used a questionnaire survey and semi-structured interviews which included 10 banks. The study concluded that the main reason for applying such a system in banks is the lack of appropriate data systems in such banks and the ABC system will help the management in making decision, activating the cost policies and accurately calculating the client's profits.

In addition, Aldolemi (2004) aimed to identify the concept, procedure and steps that are design the ABC system and the advantages that can be gained from implementing the ABC system for Jordanian Manufacturing firms listed on Amman Stock Exchange until the year 2000. The study used a questionnaire survey and semi-structured interviews that directed to 89 firms. The study concluded that there were many obstacles and difficulties preventing Jordanian Manufacturing Corporations from implementing the ABC system, also concluded due to the open market, shifting from traditional systems to the ABC system became a necessity, and implementing the ABC system can have a great advantage that helps within the strong free competition environment.

Furthermore, Vieira & Hoskin (2004) aimed to trace the development of management accounting systems, where an ABC system has been trailed for implementation over the past few years, as a means to improving the economy, efficiency and effectiveness of employee activity for a Portuguese bank. The study used the case study approach and based on a critical-interpretive model. The study concluded that the increase in visibility and perceived importance of accounting in the banking sector and how accounting is significant beyond its technical roles.

While, Aborah (2005) aimed to explain the importance and advantages of the ABC system to the service sector through applying it in the Islamic Hospitals in Jordan. The study used a case study approach and based on the Cooper two-stage model to apply this system on the department of Hematology and Radiotherapy. The study concluded that the ABC system provides more accurate information about the cost of medical services provided by the departments of Hematology and Radiotherapy and enables the management to make the correct managerial decisions at the right time.

In addition, Khalde (2005) aimed to discuss the ABC system by defining its concepts and benefits of its application. Then a comparison between TCS and ABC system was conducted for Maale Gal-boa factory that is established in Palestine at year 1982. The study used the inductive method to

analyze the information collected from the accounting records and the documents of the primary departments of this factory, through filed observation and interviews of managers and specialized employees. The study concluded the necessity of applying the ABC system, because it provides more accurate information about the cost of the production and leads to more reasonable and efficient decisions, which can improve the competitive power of the manufacture and re-pricing some products.

Furthermore, Moll (2005) assessed the differences between the ABC users and non-users in relation to the perceived advantages of ABC, organizational complexity, satisfaction with costing, and performance and examined the influence of top management support and whether a particular strategy is evident in relation to ABC users for New Zealand firms' environment. The study used a questionnaire that distributed to users and non-users of ABC. The study concluded that ABC users or those considering an ABC adoption have a more optimistic perception of advantages realized from ABC than non-users. It is also found that not all elements of complexity necessarily precede an ABC adoption. A significant difference in satisfaction with costing is indicated between ABC users and non-users who are considering or have considered and rejected ABC. Similarly, a statistically significant difference is found between the performance of ABC

users and non-users when it is indicated that the benefits of ABC outweighed the costs.

But, Taba (2005) researched the perceptions of staff regarding the successful implementation of ABC, the benefits of ABC implementation and the conditions that affect the potential benefits from the successful implementation of ABC for the South African Post Office (SAPO). The study used a questionnaire for collecting data from the finance staff of the SAPO and 121 questionnaires were returned generating a 38% response rate. The study concluded that the top management failed in giving active support to the implementation of ABC, the lack of software packages, the lack of data requirements and co-operation between departments.

In addition, Askarany et al., (2007) investigated the level of association between technological changes in manufacturing practices and the diffusion of activity based-costing. Then it examined the level of association between ABC adoption and the level of satisfaction of ABC's users for 200 manufacturing firms registered with the Australian Plastics and Chemicals Industries Association. The study used a survey was designed in 1997 to gather information on both technological changes in manufacturing practices and cost and management changes/innovations implemented in the targeted organizations. The study revealed that there were a significant relationship

between technological change in manufacturing practice and the diffusion of ABC but no significant association between the diffusion of ABC and the level of satisfaction with implemented management accounting techniques.

While, Enow et al., (2007) aimed to investigate whether the ABC method can be applied in an event organizing company, example: Elmia AB in Sweden. The study used two research methods, quantitative and qualitative, The quantitative method focuses on measures and analyses of causal relationships between variables and there were Two areas of qualitative method are called structured and unstructured interviews consisted of interviews with three employees of Elmia AB company. The study concluded definitely necessary to consider ABC for event organizers, because indirect costs can in fact be many, and once again, this method will help in understanding the customers and hence, one will be able to serve them better.

In addition, Liu & Pan (2007) aimed to examine some of key success factors (technical, behavioral and organizational) pertinent to ABC system implementation a large Chinese manufacturing company. The study used some of methods to collecting data comprised of interviews, observation and documentation at various implementation stages, and participation of management meetings, examination of organizational documents and

archives, and scrutiny of external information (e.g., newspaper reports and websites). The study concluded that the most important success factor in the Western ABC experience—sustained top management support— is evidently the paramount contributing factor to the success of ABC implementation. In particular, it was the top management support that kept the project going during the most critical period when the ABC software was plagued with problems and uncertainty.

Finally, Maelah & Ibrahim (2007) estimated the percentage of ABC adoption and investigating if certain factors (i.e. Cost, Decision, Information Technology, Top Management, Non-Accounting, Training, and Performance Measurement) have influence on ABC adoption for 1,257 manufacturing firms listed on the Kuala Lumpur Stock Exchange and multinational manufacturing firms operating in Malaysia. The study used questionnaires which were directed to the accountants or heads of accounts of selected manufacturing organizations. The study concluded that the ABC system has long been seen as a tool to provide the management with a more accurate product costing. However, it should be noted that ABC provided the organizations with a whole of usefulness in decision making. The information generated from ABC system can be used for planning, pricing, budgeting, and performance measurement.

3.3 Summary of Previous Studies

Table (3-1) below presented a summary of previous studies which provide readers with more easiness if they are willing to reap some knowledge about the study subject.

Table (3-1)

Summary of Previous Studies

No.	Author/ Year	*Study's* Country	Title of the Study	Main Result/s
1	Krumwiede, 1998	U.S.A	The Implementation Stages of Activity-Based Costing and the Impact of Contextual and Organizational Factors	Studies that combine ABC firms from several implementation stages to test certain success factors may distort their significance levels or reject other factors that are only important for certain stages.
2	Wessels & Shotter, 2000	South Africa	Organizational problems in respect of the implementation of activity-based costing in South Africa	South African companies experience less difficulty in respect of support from senior management and considered the employee resources allocated to the ABC projects to be adequate and satisfactory, and the insufficient training of users and managers is perceived to be a hindrance to success and in the majority of companies other priorities take precedence to the ABC project.
3	Cagwin & Bouwman, 2002	U.S.A	The Association Between Activity-Based Costing And Improvement In Financial Performance	There indeed is a positive association between ABC and improvement in Return on Investment (ROI) when ABC is used concurrently with other strategic initiatives, when implemented in complex and diverse firms, when used in environments where costs are relatively important, and when there are limited numbers of intra-company transactions.
4	Chongruksut, 2002	Thailand	The Adoption of Activity-Based Costing in Thailand	The economic crisis was a significant variable forcing Thailand firms to build organizational learning. In addition, and due to the changed environment, such as increased competition or growing costs, and the inability of the traditional cost systems to provide information in the new environment, several Thailand firms had adopted and implemented ABC in response to this change in environment. This study was found that the development and the implementation of ABC were involved with

				an organization's learning and the success of ABC was partly contingent on the level of organizational learning. This study also confirmed that behavioral and - organizational variables (viz. the clarity of the objectives of ABC) considered important variables affecting significant variation in the degree of ABC success. Most of ABC users perceived that top management support was more important to the successful implementation of ABC than other variables were
5	Khasharmeh, 2002	Jordan	Activity Based Costing in Jordanian Manufacturing Companies	Only 10% of the sample uses the ABC system because they are satisfied with their current costing system, companies which use ABC strongly agree that ABC caused improvements in the performance of the company in general, the quality of information given to decision-makers, otherwise, companies which use ABC quite agree that ABC affects the pricing policy in the company, and don't agree to increase it's competitive ability.
6	Al-Alkawi, 2004	Jordan	The impacts and impediments of *implementing the activity based costing* system on commercial Jordanian banks	The main reason for applying such a system in banks is the lack of appropriate data systems in such banks and the ABC system *will help the management in* making decision, activating the cost policies and accurately calculating the client's profits.
7	Aldolemi, 2004	Jordan	The Possibility of Implementing Activity *Based Costing system in Manufacturing* Corporations in Jordan	There were many obstacles and difficulties preventing Jordanian Manufacturing Corporation from implementing the ABC system, due to the open market, shifting from traditional systems to the ABC system became a necessity and implementing the ABC system can have a great advantage that helps within the strong free competition environment.
8	Vieira & Hoskin, 2004	Portugal	Management Accounting change in the financial services sector: The Implementation of Activity Based Costing in a Portuguese Bank	The increase in visibility and perceived importance of accounting in the banking sector and how accounting is significant beyond its technical roles.
9	Aborah, 2005	Jordan	*Applying Activity –Based Costing* system in Hospitals (The case of Islamic Hospital in Jordan)	The ABC system provides more accurate information about the cost of medical services provided by the departments of Hematology and Radiotherapy and enables the management to make the correct managerial decisions at the right time.
10	Khalde, 2005	Palestine	Application of Activity Based Costing System "A case Study from the agre-Manufacturing sector"	The necessity of applying the ABC *system* because it provides more accurate information about the cost of the production and leads to more reasonable and efficient decisions which can improve the competitive power of the manufacture and

				re-pricing some products.
11	Moll, 2005	New Zealand	Activity-based costing in New Zealand: An assessment of ABC users and non-users in the New Zealand firm environment	ABC users or those considering an ABC adoption have a more optimistic perception of advantages realized from ABC than non-users. *It is also found that not all elements* of complexity necessarily precede an ABC adoption. A significant difference in satisfaction with costing is indicated between ABC users and non-users who are considering or have considered and rejected ABC. Similarly, a statistically significant difference is found between the performance of ABC users and non-users when it is indicated that the benefits of ABC outweighed the costs.
12	TABA, 2005	South African	Measuring the Successful Implementation of Activity Based Costing (ABC) in South African Post Office	Top management fails in giving active support to the implementation of ABC, the lack of software packages, the lack of data requirements and co-operation between departments.
13	Askarany et al., 2007	Australia	Technological Innovations, Activity Based Costing And Satisfaction	There were a significant relationship between technological change in manufacturing practice and the diffusion of ABC *but no significant association between* the diffusion of ABC and the level of satisfaction with implemented management accounting techniques.
14	Enow et al., 2007	Sweden	Activity Based Costing Is it applicable in an event organizing company?	Necessary to consider ABC for event organizers, because indirect costs can in fact be many, and once again, this method will help in understanding the customers and hence, one will be able to serve they better.
15	Liu & Pan, 2007	China	The implementation of Activity-Based Costing in China: An innovation action research approach	Most important success factor in the Western ABC experience—sustained top management support— is evidently the paramount contributing factor to the success of ABC implementation. In particular, it was the top management support that kept the project going during the most critical period when the ABC software was plagued with problems and uncertainty.
16	Maelah & Ibrahim, 2007	Malaysia.	Factors influencing Activity Based Costing (ABC) Adoption in Manufacturing Industry	ABC system has long been seen as a tool to provide the management with a more accurate product costing. However, it *should be noted that ABC provided the* organizations with a whole of usefulness in decision making. The information generated from ABC system can be used for planning, pricing, budgeting, and performance measurement.

3.4 Comment of the Previous Studies:

After reviewing the literature review the researcher found that most of the previous studies talking in general about ABC system in the Manufacturing firms by focus on the importance of these systems and the different advantage and disadvantage for the business.

Only two studies Chongruksut (2002) and Taba (2005) were similar to this study and explain the effect of factors such as behavioral and organizational on the implementation of ABC system. While this study only consistent with Krumwiede (1998) on organizational factors.

3.5 Distinguishing this Study from the Previous Studies

This study distinguished from the previous studies in two main points. The first point is in terms of scope. This study explained and focused on only two factors that affect the successful implementation of ABC system (behavioral and organizational) in details, while other studies were generally concentrated on all factors that affect the successful implementation of ABC system such as behavioral, organizational, technical, and contextual.

The second point is in terms of methodology. The population of this study was selected from the staff members (General Managers, Assistant Managers, Financial Managers and Accountants) in firms that apply ABC

system, while Roux & Lwisi (2005) study was just selected the finance staff, and other studies selected the staff in manufacturing companies in general as population.

There were many studies about activity based costing in Jordanian manufacturing firms, for example: Khasharmeh (2002) Activity Based Costing in Jordanian manufacturing companies, and the study aimed to measure the use of the ABC costing system in Jordanian manufacturing companies and to identify the benefits the companies may obtain from using it.

While, Aldolemi (2004) examined the possibility of implementing Activity Based Costing system in manufacturing corporations in Jordan, and the study aimed to identify the concept, procedure and steps that are designing the ABC system and the advantages that can be gained from implementing the ABC system for manufacturing firms listed on Amman Stock Exchange until the year 2000.

But this study is differentiated from the previous studies ((Khasharmeh (2002) and Aldolemi (2004)) it was performed to explore the behavioral and organizational factors that affect the successful implementation of ABC System in Jordanian Manufacturing firms.

CHAPTER FOUR:

STUDY DESIGN AND METHODOLOGY

STUDY DESIGN AND METHODOLOGY

4.1 Introduction:

In this chapter, the research methodology utilized in the current study is described. The quantitative research methods for collecting data and the characteristics of the sample group are also set out in this chapter. In order to preserve the rights and safety of the participants, rules on ethics and confidentiality in collecting data are also described. In addition, details of variables and the questionnaire design to test the hypotheses, as well as testing questions in the questionnaire, are outlined. Finally, techniques to analyze data are provided.

4.2 Research Design:

The research method is exploratory and descriptive making use of questionnaires. In order to achieve the objectives of the study, the questionnaires are designed with the intention of answering the research questions.

4.3 Hypotheses of the Study:

For the purpose of achieving the objectives of this study; five hypotheses are developed based on Shields (1995), who examined the relationship

among diversity of behavioral, organizational and technical factors, and the success of implementation of ABC, showed that variables influencing the success of implementing ABC involve behavioral and organizational variables, as opposed to technical variables. These variables comprise of top management support and commitment, linkage of the ABC system to competitive strategies, linkage of the ABC system to performance evaluation and compensation, sufficient internal resources, training in designing and implementing ABC and non-accounting ownership, which is the commitment of non-accountants to use ABC information. This study tested the following hypotheses as follow:

H1: There is a positive relationship between the support and commitment provided by top management toward ABC, and the success of implementing the ABC system.

H2: There is a positive relationship between linkage of ABC to competitive strategies, performance evaluation and compensation and the success of implementing ABC system.

H3: There is a positive relationship between sufficient internal resources and the success of the implementation of the ABC system.

H4: There is a positive relationship between employees trained in designing and using ABC and the successful implementation of ABC system.

H5: There is a positive relationship between clarity of ABC objectives and its success.

4.4 Population, Unit of Analysis and Sampling:

This study is performed to explore the behavioral and organizational factors that affect the successful implementation of ABC System in Jordanian manufacturing firms. Only twelve Manufacturing firms that apply ABC system are selected to be covered by the current study. The study was able to identify firms that have applied the (ABC) system through telephone contact with the Accounting Departments for all Jordanian Manufacturing firms listed on Amman Stock Exchange. While, the Population of the study consists of the staff members (General Managers, Assistant Managers, Financial Managers and Accountants) working in Jordanian Manufacturing firms listed in Amman Stock Exchange (ASE) that use ABC system at the end of 2008 (96 staff) . The sample covered the whole population.

To achieve the objectives of the study, a questionnaire is distributed to identify the views of general managers, assistant managers, financial managers and accountants on the behavioral and organizational factors that affect the successful implementation of ABC system. While 96 questionnaires had been distributed to twelve Manufacturing firms that applied this system, only 81 questionnaires are unreturned with a response rate of 84.4%. Four questionnaires were invalid and only 77 questionnaires were used in the analysis.

Table 4-1 below illustrates the distribution process of the questionnaires and the response rate.

Table 4-1

The Distribution of the Questionnaires

Items	Frequency	Percentage
Distributed Questionnaires	96	100%
Retrieved Questionnaires	81	84.4%
Excluded (Unanalyzed Questionnaires)	4	4.2%
Remaining (Analyzed Questionnaires)	77	80.2%

4.5 Data Collection Methods:

The collection of the data needed for this study was done through two sources: secondary and primary.

4.5.1 Secondary data Sources:

The secondary data source represented the related information that found in books, periodicals, theses, articles, and some related and valuable websites. After a through consideration of the related literature, the theoretical framework was developed.

4.5.2 Primary data Sources:

A questionnaire was constructed using a Five Point-Interval Scale (Likert Scale) which was proper for measuring opinions as follows:

1 = Strongly Disagree. 2 = Disagree. 3 = neutral. 4 = Agree. 5 = Strongly Agree.

If the mean value was between (1 -less than 2.5) it indicates to the non-agreement, while if the mean value was between (2.5 -less than 3.5) it indicates to the commitment of neutrality, and if the mean values "Between" (3.5 to 5.0) it indicates to the agreement.

The questionnaire consists of two major parts as follows:

First part: Included questions about demographic characteristics of respondents (Age, Education, Gender, Profession, and Practical Experience) to describe the nature sample of the study.

Second part: It consisted of five dimensions as follows:

- **The First Dimension:** Items related to the support and commitment provided by top management toward ABC, and the success of implementing ABC system.
- **The Second Dimension:** Items related to the relationship between competitive strategies, performance evaluation and compensation and the success of implementing ABC system.
- **The Third Dimension:** Items related to the relationship between sufficient internal resources and the success of the implementation of the ABC system.
- **The Fourth Dimension:** Items related to sufficient of employees training in designing and using ABC system and the successful implementation of ABC system.
- **The Fifth Dimension:** Items related to the clarity of the objectives of ABC system and its success.

4.6 Instrument Validation:

To verify the instrument of the study, the questionnaire was validated by a group of academic experts in the field of accounting at Yarmouk University and the Hashemite University (See Appendix"c"). After taking some significant and valuable notes made by the academic experts, the questionnaire was revised and constructed in its final form.

4.7 Data Analysis Techniques:

After the data were collected through the previously defined instrument, there were coded using the MS-Excel as well as the Statistical Package for Social Sciences (SPSS) in order to be analyzed statistically.

The following statistical tools were used in this study

1. **Frequency & percentages:** To describe the sample's demographic variables.
2. **Means:** For the detection of trends in responses to questions from the subjects and the dimensions of the study.
3. **On sample T – Test:** To test the hypotheses of the study.
4. **Cronbach's Coefficient Alpha:** Is computed in terms of average correlations among the items measuring the concept. The closer

Cronbach's Alpha was to 1, the higher the internal consistency reliability (Sekaran, 2003).

CHAPTER FIVE

DATA ANALYSIS AND HYPOTHESES TESTING

5.1 Introduction.

5.2 Validity of Data: The internal Consistency Reliability.

5.3 Characteristics of the Respondents.

5.4 Descriptive Statistics.

5.5 Hypotheses Testing.

DATA ANALYSIS AND HYPOTHESES TESTING

5.1 Introduction:

The purpose of this chapter is to analyze the data collection via the questionnaire. After checking the validity of the questionnaire, the data obtained were statistically analyzed. The statistical procedures which were indicated in the previous chapter were applied to analyze the characteristics of the respondents and to test the hypotheses of the study.

5.2 Validity of Data: The Internal Consistency and Reliability:

To check the validity of the obtained data, the internal consistency of the questionnaire was tested through assessing the Internal Consistency Reliability using ***Cronbach's Coefficient Alpha***. In general, the acceptance of stability degree was 60% and more (Sekaran, 2003). Table (5-1) below showed Cronbach's Coefficient Alpha for each dimension.

Table 5-1

Cronbach's Coefficient Alpha for the questionnaire of this study

Reliability Statistics		
Items	Cronbach's Alpha	Number of Items
First Dimension	.804	6
Second dimension	.682	9
Third dimension	.712	7
Fourth dimension	.875	6
Fifth dimension	.727	6
All Dimensions	91.4%	34

First Dimension: It included the items related to the support and commitment provided by top management toward ABC, and the success of implementing ABC system. The table above showed that the internal consistency coefficient for the first dimension was equal to (80.4%) which indicated that the consistency was very strong.

Second Dimension: It included the items related to the relationship between competitive strategies, performance evaluation and compensation as well as the success of implementing ABC system. The table above showed that the internal consistency coefficient for the second dimension was equal to (68.2%). It indicated that the consistency was acceptable.

Third Dimension: This included the items related to the relationship between sufficient internal resources and the success of the implementation of the ABC system. The above table showed that the internal consistency coefficient for the third dimension was equal to (71.2%) which indicated that the consistency was good.

Fourth Dimension: The items under this dimension were related to the sufficient of employees' training in designing and using ABC system and the successful implementation of ABC system. Table 5-1 showed that the internal consistency coefficient for the fourth dimension was equal to (87.5%). It indicated that the consistency was very strong.

Fifth Dimension: The items related to the clarity of ABC system objectives and its success was included under this dimension. Table 5-1 showed that the internal consistency coefficient for the fifth dimension was equal to (72.7%). That means the consistency was good.

All Dimensions: Table 5-1 showed that the Cronbach's Coefficient Alpha for all dimension was (91.4%), which indicated that the internal consistency for the instrument of this study was very good.

5.3 Characteristics of the Respondents:

Referring to Table (5-2), the following results can be drawn.

Table 5-2

The Distribution of Sample Characteristics

Characteristic	Category	Frequency	Percent	Cumulative percent
Age	Less than 21 years	3	3.9%	3.9%
	21-less than 30 years	33	42.9%	46.8%
	30-less than 40 years	19	24.7%	71.4%
	40-less than 50 years	12	15.6%	87.0%
	50-less than 60 years	8	10.4%	97.4%
	60 years or more	2	2.6%	100.0%
Education	High School	3	3.9%	3.9%
	Diploma(community college)	7	9.1%	13.0%
	Bachelor degree	39	50.6%	63.6%
	High Diploma	12	15.6%	79.2%
	Master Degree	16	20.8%	100.0%
	Ph.D Degree	0	0.0%	100.0%
Gender	Male	63	81.8%	81.8%
	Female	14	18.2%	100.0%
Position	General Manager	4	5.2%	5.2%
	Assistant Manager	9	11.7%	16.9%
	Financial Manager	11	14.3%	31.2%
	Accountant	49	63.6%	94.8%
	Other	4	5.2%	100.0%
Practical Experience	less than 6 years	24	31.2%	31.2%
	6-less than 10 years	22	28.6%	59.7%
	10-less than 15 years	13	16.9%	76.6%
	15-less than 20 years	8	10.4%	87.0%
	20-less than 25 years	4	5.2%	92.2%
	More than 25 years	6	7.8%	100.0%

Table (5-2) showed the respondents that age were between 21 to less than 30 years old with a rate of 42.9%, also 24.7% of the respondents aged were between 30 to less than 40 years. In addition, 15.6% for those who were aged between 40 to less than 50 years, while 10.4% of the respondents aged between 50 to less than 60 years, and the less rates were in "less than 21years" and" 60 years or more" scoring 3.9% and 2.6% respectively. This might be due to the long period relatively for promotion to the position of financial manager and chief accountant.

In addition, Table (5-2) showed that 50.6% of the respondents hold the bachelor degree; this indicates that most of the respondents have a good information about ABC system and may affect the quality of answers, while 20.8% of the respondents hold the higher education, by holding a Master's degree, and the remaining (28.6%) were distributed between other degrees.

Furthermore, the majority of the respondents were males with a percentage of 81.8% of the total sample. This might be due to the nature of these professions.

The overwhelming majority (63.6%) of the sample has an accounting background; this means that most respondents have a good knowledge about ABC system.

It should be noted that (31.2%) of the respondents have practical experience which is less than six years, while (28.6%) of the respondents practical experience between 6-less than 10 years. This indicates that, and to some extent, the respondents have a good sufficient experience to give information and answer the questionnaire.

5.4 Descriptive Statistics:

As mentioned previously in Chapter Four (methodology), the (SPSS) was used to analyze data where, the hypotheses were tested at 5% level of significance, with 95% confidence level.

First Dimension: The items under this dimension were related to the support and commitment provided by top management towards ABC system, and the success of implementing ABC system.

Table 5-3

Means and Standard Deviations of Respondents to the First Dimension.

No	Item	Mean	Standard deviation
1	ABC initiative has the strong active support of top management.	4.42	0.56
2	Top management has a clear commitment to use ABC information as the basis for decision marking.	4.25	0.67
3	ABC system commits top management to achieve the organization objectives.	4.24	0.79
4	ABC system directs management decisions correctly.	4.40	0.65
5	The Support of top management to the implementation of ABC system has a positive impact on the development of the costing system in the company.	4.33	0.61
6	The support & commitment provided by top management of ABC system leads to the successful implementation of the system.	4.46	0.57

Table 5-3 above shows that the answers did not differ among respondents to this set of questions first dimension and there was no noticeable variation with low standard deviations.

The highest mean of this group of items was (4.46) which indicated that most of respondents agreed that there was a strong support for the ABC system by top management, and had a clear commitment to use the information of this system as a basis for decision-making and the least mean in this group of items was (4.24), which also indicated that to the necessary for the achievement of the firm's objectives, and make the management decisions by correct method.

This means that most of the trends of the responses of the sample were moving towards agreeing with the items of the first dimension and have a positive impact on the development of the costs system in the firm and the success of its application. The means of their responses were focused on "strongly agree".

Second Dimension: The items under this dimension were related to the relationship between competitive strategies, performance evaluation and compensation and the success of implementing ABC system.

Table 5-4

Means and Standard Deviations of Respondents to the Second Dimension.

N	Item	Mean	Standard deviation
1	ABC is strongly tied to the competitive strategies of the firm.	4.18	0.72
2	The ABC system has a negative effect on the pricing policy of the company.	2.81	1.10
3	ABC system will improve the competitive capability of the firm.	4.29	0.57
4	ABC information should be used for performance evaluation.	4.48	0.60
5	ABC system will improve the company's overall performance.	3.38	0.81
6	Incentive systems are designed to motivate employees to implement ABC system.	3.38	0.87
7	Compensation system is designed to motivate employees to implement ABC.	4.25	0.73
8	ABC system implementation contributes to more accurate results of the organization performance.	3.90	1.01
9	The Fringe benefits system is related to results of applying ABC system.	2.45	0.89

Table 5-4 above showed that the answers varied among the respondents to this set of questions and there was a marked variation in them, with the values of the standard deviations in some of the answers were

more than one and their values were different. It also can be seen that some of the respondent's answers were among either agreement, commitment of neutrality, or non-agreement.

The highest mean in this group of the items was (4.48) which indicated that most of the respondents agreed that the ABC information should be used for performance evaluation, Also it noticeable that most of the respondents were committed to neutrality when asked whether the ABC system was negatively affecting the pricing policy of the company, and the incentive systems were designed to motivate employees to implement activity based costing system, and the least mean in this group of the items was (2.45), which indicated that to the non-agreement and most of the respondents thought that the fringe benefits system was not tied to the results of applying ABC system.

This means that most of the trends of the responses of the sample differed in the group of the items of the second dimension, and through their means of responses which sometimes tended towards agreement or neutrality or non-agreement. In spite of the differing responses of the sample, there was a general, believe that the competitive strategies,

performance evaluation and compensation system had a clear relationship with the ABC system and the success of implementing ABC system.

Third Dimension: The items under this Dimension were related to the relationship between sufficient internal resources and the success of the implementation of ABC system.

Table 5-5

Means and Standard Deviations of Respondents to the Third Dimension.

N	Item	Mean	Standard deviation
1	Top management provides adequate resources, such as time and commitment to implement ABC system.	4.03	0.64
2	ABC system improves the productivity of management due to the availability of sufficient resources.	4.14	0.49
3	ABC system affects positively the output of the organization.	4.22	0.66
4	ABC system contributes to better utilization of resources.	4.18	0.75
5	The success in the implementation of ABC system helps to utilize all resources successfully.	4.25	0.61
6	ABC system contributes to reduce production costs.	3.98	0.99
7	Successful implementation of ABC system strongly depends on the availability of internal resources.	4.07	0.63

Table 5-5 above showed that the answers did not differ among respondents to this set of questions. There was no noticeable variation with low standard deviations.

The greater mean in this group of the items was (4.25) which indicated that most of the respondents agreed that the success in the implementation of ABC system helps to utilize all resources successfully. They also agreed that this system improved the productivity of management due to the availability of sufficient resources, affecting positively the output of the organization, and contributed to better utilization of resources, and the least mean in this group of the items was (3.98), which also indicated that the respondents agreed that ABC system reduced production costs.

This means that most of trends of the responses of the sample were moving towards agreeing with the items in the group of the third dimension, and the success of implementing the ABC system depends on the availability of sufficient resources in the firm. The means of their responses were centered on "agree" and "strongly agree".

Fourth Dimension: The items under this dimension were related to the sufficiency of employees training in designing and using ABC system and the successful implementation of ABC system.

Table 5-6

Means and Standard Deviations of Respondents to the Fourth Dimension.

N	Item	Mean	Standard deviation
1	The top management provides adequate training of the implementation of ABC system.	3.92	0.92
2	Adequate training about design and objectives of ABC should be provided.	3.68	0.88
3	The top management provides training courses to familiarize employees with the benefits and the needs for implementing ABC system.	3.59	0.96
4	The top management organizes employee's duties to enhance their commitment to apply ABC system.	3.74	0.93
5	The top management responds to any amendment in ABC system suggested by employees.	4.24	0.90
6	The Successful implementation of ABC system strongly depends on the sufficient training of employees in designing and using this system.	4.09	0.80

Table 5-6 above showed that the answers did not differ among the respondents to this set of questions and there was no noticeable variation with low standard deviations.

The highest mean in this group of the items was (4.24) which indicated that most of the respondents agreed that the top management responds to any amendment in ABC system suggested by employees, and the least mean in this group of the items was (3.59), which also indicated that to the respondents agreed that the top management provides training courses to familiarize employees with the benefits and the needs for implementing ABC system.

This means that most of the trends of the responses of the sample were moving towards agreement with the items of the fourth dimension, and the success of the implementation of the ABC system was a strongly tied to adequate training of employees in the design and use of this system. The means of their responses were focused on "agree".

Fifth Dimension: The items under this dimension were related to the clarity of ABC system objectives and its success.

Table 5-7

Means and Standard Deviations of Respondents to the Fifth Dimension.

N	Item	Mean	Standard deviation
1	ABC has clear objectives understood by both designers and users of the system.	4.18	0.61
2	ABC improves the quality of information given to the decision maker.	4.48	0.57
3	ABC gives more accurate knowledge of each product's cost and profitability.	4.51	0.63
4	ABC system contributes to unite the efforts of the organization to clarify its objectives.	3.90	0.83
5	ABC system contributes to help top management to make future plans to achieve the continuity of the organization.	4.37	0.65
6	The greater success of ABC system strongly depends on the clarity of the objectives of this system.	4.42	0.56

Table 5-7 above showed that the answers did not differ among the respondents to this set of questions. There was no noticeable variation with low standard deviations.

The highest mean in this group of the items was (4.51) which indicated that most of the respondents agreed that ABC system gives more accurate knowledge of each product's cost and profitability, and the least

mean in this group of the items was (3.90), which also indicated that to the respondents agreed that the ABC system contributes to unite the efforts of the organization to clarify its objectives, and contributes to help top management to make future plans to achieve the continuity of the organization.

This means that most of trends of the responses of the sample were moving toward agreement with the items of the third dimension and the greater success of ABC system strongly depends on the clarity of the objectives of this system. The means of their responses focused on "agree" and "strongly agree".

5.5 Hypotheses Testing:

To test the hypotheses of the study, the researcher used one sample *t*-test and the level of statistical significance was $\alpha \leq 0.05$.

- Independent Variables:

1. The support & commitment provided by top management toward ABC system.
2. Competitive strategies, performance evaluation and compensation.
3. Sufficient internal resources.
4. Sufficient employees training in designing and using ABC system.
5. Clarity of ABC system objectives.

These independent variables can measure the behavioral and organizational factors in the firm.

- **Dependent Variable:** Successful Implementation of ABC System.

Table 5-8

One Sample t-test for Hypotheses.

Hypo.	N	df	Mean	Mean Diff.	Std. Dev.	Std. Error Mean	t	Sig. (2-tailed)	95% Confidence Interval of the Difference	
									Lower	Upper
First	77	76	4.3549	1.3549	.46474	.06324	21.424	.000	1.228	1.481
Second	77	76	3.8745	3.87449	.44499	.06056	63.982	.000	3.753	3.995
Third	77	76	4.1296	4.12963	.42566	.05792	71.293	.000	4.013	4.245
Fourth	77	76	3.8796	3.87963	.71111	.09677	40.091	.000	3.685	4.073
Fifth	77	76	4.3148	4.31481	.42420	.05773	74.746	.000	4.199	4.430

- Testing the First Hypothesis:

"There is a positive relationship between the support and commitment provided by the top management toward ABC, and the successful implementation of ABC system".

Table 5-8 above showed that there was a statistically significant relationship between the availability of support and commitment by the top management and the successful implementation of ABC system. One sample t-test showed that

through significant levels, it was found that the level of significance for this relationship was (0.0) which is less than the acceptable statistical margin of error (0.05). It means that there was a statistically significant relationship.

Furthermore, Table 5-8 showed that mean of this dimension were (4.35), which indicated a positive trend, and the mean difference in these responses was 1.35. It was a positive value, which means that the statistical significance of the relationship between the two variables was positive.

Hence, the researcher can say that the first hypothesis confirmed that there was a statistically significant positive relationship between the support and the commitment provided by the top management toward ABC, and the successful implementation of ABC system.

This means that the most essential factor influencing the successful implementation of ABC was top management support and commitment, and the most ABC users perceived that top management support was more important to the successful implementation of ABC than other variables were. Which imply that the more the support and commitment of top management, the more success of implementation ABC system.

This result was consistent with that reported by Shields (1995), Shields and McEwen (1996), Krumwiede (1998), Wessels & Shotter (2000), Chongruksut

(2002), Moll (2005), and Liu & Pan (2007). While the top management failed in giving active support to implementation of ABC (Taba, 2005)

- Testing the Second Hypothesis:

"There is a positive relationship between the linkage of ABC to competitive strategies, performance evaluation and compensation and the successful implementation of ABC system".

Table 5-8 above showed that there was a statistically significant relationship between the competitive strategies, performance evaluation and compensation and the successful implementation of ABC system. The one sample t-test showed that through significant levels. The level of significance for this relationship was (0.0) which is less than the acceptable statistical margin of error (0.05). It means that there was a statistically significant relationship.

Furthermore, Table 5-8 showed that mean of this dimension were (3.87) which indicated a positive trend. The mean difference in these responses was 3.87. It was a positive value which means that the statistical significance of the relationship between the two variables was positive.

Hence, the researcher can say that the second hypothesis was confirmed. The ABC system was strongly tied to the competitive strategies of the firm, as it improves the competitive capability. Also the information of this system use in the

performance evaluation, and the compensation systems were designed to motivate employees to implement ABC.

This means that there was a statistically significant positive relationship between the linkage of ABC to competitive strategies, performance evaluation and compensation and the successful implementation of ABC system.

This result was consistent with that reported by Shields (1995), Krumwiede (1998), Chongruksut (2002), and Taba (2005), while it was noticeable that the result of the competitive capability was inconsistent with Khasharmeh (2002) that stated: companies which use ABC did not agree that ABC increase its competitive capability, and this study consistent with it in ABC affects the pricing policy in the company. In addition, this study differ from other studies, it was researched about incentive systems were designed to motivate employees to implement ABC system that found the most of the respondents were committed to neutrality and the fringe benefits system that the respondents think that was not tied to the results of applying ABC system.

- Testing the Third Hypothesis:

"There is a positive relationship between the sufficient internal resources and the success of the implementation of the ABC system".

Table 5-8 above showed that there was a statistically significant relationship between the sufficient internal resources and the success of the implementation of the ABC system. The one sample t-test showed that through significant levels. The level of significance for this relationship was (0.0) which was less than the acceptable statistical margin of error (0.05). This means that there was a statistically significant relationship.

Furthermore, Table 5-8 showed that mean of this dimension were (4.12) which indicated a positive trend. The mean difference in these responses was 4.12. It was a positive value which means that the statistical significance of the relationship between the two variables was positive.

Hence, the researcher can say that the third hypothesis confirmed that there is a statistically significant positive relationship between the sufficient internal resources and the success of the implementation of the ABC system.

This means the process of designing and implementing an ABC system requires companies to have adequate resources (Forrest and Forrest, 1999).

This result was consistent with that reported by Shields (1995), Shields and McEwen (1996), Krumwiede (1998), Chongruksut (2002), and Taba (2005) found that having adequate employees' resources was one of the most important factors for ABC success.

- Testing the Fourth Hypothesis:

"There is a positive relationship between the employees training in designing and using ABC and the successful implementation of ABC system".

Table 5-8 above showed that there was a statistically significant relationship between the sufficient employees training in designing and using ABC system and the successful implementation of ABC system. The one sample t-test showed that through significant levels. The level of significance for this relationship was (0.0), which was less than the acceptable statistical margin of error (0.05). This means that there was a statistically significant relationship.

Furthermore, Table 5-8 showed that mean of this dimension were (3.87) which indicated a positive trend. The mean difference in these responses was 3.87. It was a positive value, which means that the statistical significance of the relationship between the two variables was positive.

Hence, the researcher can say that the fourth hypothesis confirmed that there is a statistically significant positive relationship between the sufficient employees trained in designing and using ABC system and the successful implementation of ABC system.

This means that adequate the training in designing, implementing and using the ABC system help employees to understand, accept and encourage the use of ABC.

Furthermore, it reduces the employees' lack of confidence in ABC and prevents them from feeling pressured by the implementation process.

This result was consistent with that reported by Shields (1995), Krumwiede (1998), Chongruksut (2002), and Taba (2005). While it was noticeable that Khasharmeh (2002) was recommended to hold training programs for their employees in order to develop their abilities so as to become more competent in dealing with costing system.

- Testing the Fifth Hypothesis:

"There is a positive relationship between the clarity of ABC system objectives and its success".

Table 5-8 above showed that there was a statistically significant relationship between the clarity of ABC system objectives and its success. The one sample t-test showed that through significant levels. The level of significance for this relationship was (0.0) which was less than the acceptable statistical margin of error (0.05). This means that there was a statistically significant relationship.

Furthermore, Table 5-8 showed that mean of this dimension were (4.31) which indicated a positive trend. The mean difference in these responses was 4.31 which means that the statistical significance of the relationship between the two variables was positive.

Hence, the researcher can say that the fifth hypothesis confirmed that there was a statistically significant positive relationship between the clarity of ABC system objectives and its success.

This means the clarity of the objectives were regarded as important factors affecting the success of ABC implementation in Jordanian manufacturing firms.

This result was consistent with that reported by Shields and Young (1989), Krumwiede (1998), and Chongruksut (2002) that stated that this factor was suggested as a major factor in ABC success and the clarity of the objectives of ABC implementation affected significant variation in the level of ABC success while other variables had no effect on the degree of ABC success.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

6.1 Conclusions of the Study.

6.2 Recommendations of the Study.

CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

6.1 Conclusions of the Study:

The findings of the analysis of the data collected through questionnaires distributed to a sample indicate the following:

1. The top management in companies in the sample of the study strongly supported the use of ABC system and had a clear commitment to use the information of this system as a basis for decision-making as it needed to achieve the objectives of company, and directed management decisions correctly.
2. The activity based costing system was strongly tied to the competitive strategies of the firm, as it improved the competitive capability, company's overall performance, also it was good for performance evaluation, and the compensation systems were designed to motivate employees to implement ABC system.
3. The fringe benefits system was not tied to the results of applying ABC system.

4. Top management provided adequate resources, such as time and commitment to implement ABC system in the firm.
5. ABC system improved the productivity of management due to the availability of sufficient resources. It also affected positively the output of the organization, contributed to better utilization of resources, and reduces production costs.
6. The success of implementation of ABC system depends on the availability of internal resources in the company.
7. Top management provided adequate training about designing and objectives of ABC system to familiarize employees with the benefits and the needs for implementing ABC system.
8. Top management organized employee's duties to enhance their commitment to apply ABC system, and responded to any amendment in ABC system suggested by employees.
9. ABC has clear objectives understood by both designers and users of the system. It improved the quality of information given to the decision maker, and gave more accurate knowledge of each product's cost and profitability.

10. ABC system contributed to unite the efforts of the organization to clarify its objectives. It also contributed to help top management to make future plans to achieve the continuity of the organization.
11. The growing success of ABC system strongly depended on the clarity of its objectives.

6.2 Recommendations of the Study:

Based on the results, the researcher can determine a number of recommendations as follows:

1. Because there were a few Jordanian Manufacturing firms applying this system, the researcher recommends other firms to use ABC system in order to; improve the competitive capability, the business performance, and the quality of information in decision making. In addition to provide good information about different costs, accurate results of the organization performance and knowledge of product's cost and profitability, united efforts of the organization toward company objectives, and finally help top management to make future plans that achieve the continuity of the organization.
2. Because of this study depend on manufacturing sector to clarify the effect of behavioral and organizational factors on the successful

implementation of ABC system; it is benefit to conduct similar future research on other sectors like service, commercial ....etc.

3. Because of this study depend on behavioral and organizational factors and its effect on the successful implementation of ABC system. It is recommended that to be of the studies conducted to clarify other factors such as technical and contextual factors on ABC Systems.

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APPENDICES

APPENDIX"A"

AN ENGLISH COPY OF THE QUESTIONNAIRE USED FOR THE STUDY

Questionnaire

Yarmouk University
Economic & Administrative Faculty
Accounting Department

Dear Mr. /Mrs./ Miss.

This questionnaire is part of a master's degree thesis titled:

The Behavioral and Organizational Factors that Affect the Successful Implementation of ABC System in Jordanian Manufacturing Firms

The study aims at determining the behavioral and organizational factors that affect the success of activity–based costing system implementation in Jordanian Manufacturing Firms.

While your appreciable contribution is very important to conduct this study, kindly, we ask for few minutes of your time to fill the questionnaire consistently with your respectful opinion.

Your answers will be treated with confidentiality, and will not be used for any purpose other than for scientific research.

Best Regard

Researcher:

Mohammed A. H. Al-Mekhlafi

mmekhlafi_ye@yahoo.com

Supervisor:

Dr. Jamal Ibrahim Bdour

Before answering the following questions, please read this definition.
Activity- based costing (ABC) is an information system that identifies significant activities and assigns overhead costs to each activity. Then, it assigns each activity overheads to each product line. ABC helps improve decision-making process by providing information based on accurate costs (Krumwiede, 1998).

Section (1) : Demography

1- Age:

a) Less than 21 years. b) 21-less than 30 years. c) 30-less than 40.

d) 40-less than 50. e) 50-lless than 60 years. d) 60 years or more.

2- Education:

a) High school. b) Diploma (community college). c) Bachelor degree.

d) High diploma. e) Master Degree. f) Ph.D Degree.

3- Gender:

a) Male. b) Female.

4- Position:

a) General Manager. b) Assistant Manager. c) Financial Manager.

d) Accountant. e) Other, mention……………………..

5- Practical Experience:

Less than 6 years. b) 6-less than 10 years. c) 10-less than 15 years.

d) 15-less than 20 years. e) 20-less than 25 years. f) More than 25 years.

Section 2: The following paragraph related to behavioral and organizational factors that affect the successful implementation of Activity Based Costing in Jordanian Manufacturing firms. **(Please mark with (X) on the sentence according to your agreement).**

---

1. **The following paragraph related to the support & commitment provided by top management toward ABC system, and the success of implementing ABC system.**

Number	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	ABC initiative has the strong active support of top management.					
2	Top management has a clear commitment to use ABC information as the basis for decision marking.					
3	ABC system commits top management to achieve the organization objectives.					
4	ABC system directs management decisions correctly.					
5	The Support of top management to the implementation of ABC system has a positive impact on the development of the costing system in the company.					
6	The support & commitment provided by top management of ABC system leads to the successful implementation of the system.					

2. The following paragraphs related to the relationship between competitive strategies, performance evaluation and compensation and the success of implementing ABC system.

Number	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	ABC is strongly tied to the competitive strategies of the firm.					
2	The ABC system has a negative effect on the pricing policy of the company.					
3	ABC system will improve the competitive capability of the firm.					
4	ABC information should be used for performance evaluation.					
5	ABC system will improve the company's overall performance.					
6	Incentive systems are designed to motivate employees to implement ABC system.					
7	Compensation system is designed to motivate employees to implement ABC.					
8	ABC system implementation contributes to more accurate results of the organization performance.					
9	The Fringe benefits system is related to results of applying ABC system.					

3. The following paragraphs related to the relationship between sufficient internal resources and the success of the implementation of ABC system.

Number	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Top management provides adequate resources, such as time and commitment to implement ABC system.					
2	ABC system improves the productivity of management due to the availability of sufficient resources.					
3	ABC system affects positively the output of the organization.					
4	ABC system contributes to better utilization of resources.					
5	The success in the implementation of ABC system helps to utilize all resources successfully.					
6	ABC system contributes to reduce production costs.					
7	Successful implementation of ABC system strongly depends on the availability of internal resources.					

4. The following paragraphs related to the sufficiency of employees training in designing and using ABC system and the successful implementation of ABC system.

Number	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The top management provides adequate training of the implementation of ABC system.					
2	Adequate training about design and objectives of ABC should be provided.					
3	The top management provides training courses to familiarize employees with the benefits and the needs for implementing ABC system.					
4	The top management organizes employee's duties to enhance their commitment to apply ABC system.					
5	The top management responds to any amendment in ABC system suggested by employees.					
6	The Successful implementation of ABC system strongly depends on the sufficient training of employees in designing and using this system.					

5. The following paragraphs related to the clarity of ABC system objectives and its success.

Number	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	ABC has clear objectives understood by both designers and users of the system.					
2	ABC improves the quality of information given to the decision maker.					
3	ABC gives more accurate knowledge of each product's cost and profitability.					
4	ABC system contributes to unite the efforts of the organization to clarify its objectives.					
5	ABC system contributes to help top management to make future plans to achieve the continuity of the organization.					
6	The greater success of ABC system strongly depends on the clarity of the objectives of this system.					

APPENDIX"B"

AN ARABIC COPY OF THE QUESTIONNAIRE USED FOR THE STUDY

استبـــــانه

جامعة اليرموك
كلية الاقتصاد والعلوم الادارية
قسم المحاسبة

السيد الكريم/السيدة الكريمة:

تحية طيبة وبعد،،،

فيما يلي استبانة خاصة بإعداد رسالة ماجستير بعنوان:

The Behavioral and Organizational Factors that Affect the Successful Implementation of ABC System in Jordanian Manufacturing Firms

" العوامل السلوكية والتنظيمية التي تؤثر في نجاح تطبيق نظام التكاليف المبني على الأنشطة في الشركات الصناعية الأردنية"

تهدف هذه الدراسة إلى معرفة مدى تأثير العوامل السلوكية والتنظيمية في نجاح تطبيق نظام التكاليف المبني على الأنشطة في الشركات الصناعية الأردنية.

ولما كانت مساهمتكم ذات أهمية كبيرة في اتمام هذه الدراسة ، ارجوا أن أحصل على بضع دقائق من حضرتكم للتكرم بالإجابة على بنود الاستبانة بما يتوافق ورأيكم الكريم ، كما سنحافظ على سرية وخصوصية إجاباتكم ولن تستخدم إلا لأغراض البحث العلمي ولكم منا جزيل الشكر والتقدير والعرفان.　　　وتفضلوا بقبول فائق الاحترام والتقدير

الباحث

محمد عبد الله حمود المخلافي

mmekhlafi_ye@yahoo.com

إشراف الدكتور

جمال إبراهيم البدور

قبل الإجابة على الأسئلة التالية يرجى قراءة هذا التعريف.

نظام التكاليف المبنية على الأنشطة: هو عبارة عن نظام معلوماتي يعرف الأنشطة المهمة ويعيين التكاليف غير المباشرة لكل نشاط في كل خط إنتاج، ويساعد نظام التكاليف المبني على الأنشطة على تحسين عمليات اتخاذ القرار بواسطة المعلومات المبنية على التكاليف الدقيقة المتوفرة (Krumwiede,1998)

القسم الأول: المعلومات العامة:

يرجى التكرم بوضع إشارة (x) مقابل العبارة التي تراها مناسبة:

العمر:

□ أقل من 21 سنة □ 21 -أقل من 30 سنة □ 30 –أقل من 40 سنة □ 40 –أقل من 50 سنة

□ 50 –أقل من 60 سنة □ 60 سنة فأكثر

المؤهل العلمي:

□ الثانوية العامة □ دبلوم (كلية مجتمع) □ بكالوريوس □ دبلوم عالي □ ماجستير

□ دكتوراة

الجنس:

□ ذكر □ أنثى

الوظيفة:

□ مديرعام □ نائب المدير □ المدير المالي □ محاسب

□ أخرى، اذكرها..

الخبرة العملية:

□ أقل من 6 سنوات □ 6 –أقل من 10 سنوات □ 10 –أقل من 15 سنة

□ 15 –أقل من 20 سنة □ 20 –أقل من 25 سنة □ 25 سنة فأكثر

القسم الثاني: فيما يلي مجموعة من الفقرات التي تتعلق بالعوامل السلوكية والتنظيمية التي تؤثر في نجاح تطبيق نظام التكاليف المبني على الأنشطة في الشركات الصناعية الأردنية. (الرجاء وضع علامة (X) أمام العبارة التي تمثل مدى موافقتكم).

1. فيما يلي مجموعة من الفقرات المتعلقة بالدعم القوي والإلتزام المتوفر من قبل الإدارة العليا تجاه نظام التكاليف المبني على الأنشطة ونجاح تطبيق هذا النظام.

رقم الفقرة	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تدعم الإدارة العليا للشركة بشكل قوي استخدام نظام التكاليف المبني على الأنشطة					
2	الإدارة العليا لديها إلتزام واضح لإستخدام معلومات نظام التكاليف المبني على الأنشطة كأساس لاتخاذ القرارات					
3	نظام التكاليف المبني على الأنشطة يلزم الإدارة بتحقيق أهداف المنشأة أو المشروع					
4	نظام التكاليف المبني على الأنشطة يوجه القرارات الإدارية بشكل صحيح					
5	دعم الإدارة العليا لنظام التكاليف المبني على الأنشطة له تأثير ايجابي على تطوير نظام التكاليف في الشركة					
6	الدعم والإلتزام المتوفرمن قبل الإدارة العليا تجاه نظام التكاليف المبني على الأنشطة سيؤدي إلى نجاح تطبيقه					

2. فيما يلي مجموعة من الفقرات المتعلقة باستراتيجيات المنافسة وتقييم الأداء ونظام التعويضات وعلاقتها بنظام التكاليف المبني على الأنشطة ومدى نجاح تطبيق نظام التكاليف المبني على الأنشطة.

رقم الفقرة	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	نظام التكاليف المبني على الأنشطة مرتبط ارتباطا قويا بالسياسة التنافسية لشركتكم					
2	نظام التكاليف المبني على الأنشطة يؤثر سلبا على سياسة الأسعار لشركتكم					
3	نظام التكاليف المبني على الأنشطة يحسن من القدرة التنافسية لشركتكم					
4	معلومات نظام التكاليف المبني على الأنشطة يستخدم في تقييم الأدء لشركتكم					
5	نظام التكاليف المبني على الأنشطة يحسن أداء الشركة بشكل عام					
6	أنظمة الحوافز مصممة لتشجيع أداء الموظفين لتطبيق نظام التكاليف المبني على الأنشطة					
7	أنظمة التعويضات مصممة لتحفيز الموظفين لتطبيق نظام التكاليف المبني على الأنشطة					
8	يساهم تطبيق نظام التكاليف المبني على الأنشطة في نتائج أدق لأداء لشركتكم					
9	نظام العلاوات والمكافآت لشركتكم يرتبط بنتائج تطبيق نظام التكاليف المبني على الأنشطة					

3. فيما يلي مجموعة من الفقرات المتعلقة بكفاية الموارد الداخلية ونجاح تطبيق نظام التكاليف المبني على الأنشطة.

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة	رقم الفقرة
					الإدارة العليا توفر موارد كافية مثل الوقت والإلتزام لتطبيق نظام التكاليف المبني على الأنشطة في شركتكم	1
					نظام التكاليف المبني على الأنشطة يحسن من إنتاجية الإدارة نتيجة لتوفير الموارد الكافية	2
					يؤثر نظام التكاليف المبني على الأنشطة تأثيرا ايجابيا على مخرجات شركتكم	3
					يساهم نظام التكاليف المبني على الأنشطة على الإستغلال الأمثل للمصادر	4
					النجاح في تطبيق نظام التكاليف المبني على الأنشطة يساهم في نجاح الإدارة في استغلال كافة المصادر	5
					يساهم تطبيق نظام التكاليف المبني على الأنشطة في تخفيض تكاليف الانتاج	6
					إن نجاح تطبيق نظام التكاليف المبني على الأنشطة يعتمد على توفر الموارد الداخلية	7

4. فيما يلي مجموعة من الفقرات المتعلقة بتوافر التدريب الكافي للموظفين في تصميم واستخدام نظام التكاليف المبني على الأنشطة ونجاح تطبيق هذا النظام.

رقم الفقرة	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تلتزم الادارة العليا لشركتكم عند تطبيق نظام التكاليف المبني على الأنشطة توفير التدريب الكافي للعاملين					
2	توفر ادارة الشركة التدريب الكافي عن أهداف وكيفية تصميم نظام التكاليف المبني على الأنشطة					
3	توفر الادارة العليا لشركتكم الدورات التدريبية لموظفيها لتعريفهم بالمنافع والحاجات لتطبيق نظام التكاليف المبني على الأنشطة					
4	تنظم الادارة العليا لشركتكم واجبات المستخدمين لتحسين التزامهم لتطبيق نظام التكاليف المبني على الانشطة					
5	تستجيب الادارة لأي تعديلات بنظام التكاليف المبني على الأنشطة يتم اقتراحه من قبل العاملين بهذا النظام					
6	نجاح تطبيق نظام التكاليف المبني على الأنشطة مرتبط ارتباطا قويا بالتدريب الكافي للموظفين في تصميم واستخدام هذا النظام					

5. فيما يلي مجموعة من الفقرات تتعلق بوضوح أهداف نظام التكاليف المبني على الأنشطة وتأثيره على الزيادة في نجاح تطبيق هذا النظام.

رقم الفقرة	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	نظام التكاليف المبني على الأنشطة له هدف واضح ومفهوم من قبل كل من المصممين والمستخدمين له في شركتكم					
2	نظام التكاليف المبني على الأنشطة يحسن جودة المعلومات المستخدمة من قبل صناع القرار في الشركة					
3	نظام التكاليف المبني على الأنشطة يعطي معلومات أدق عن تكاليف وأرباح كل منتج لدى شركتكم					
4	يساهم نظام التكاليف المبني على الأنشطة على توحيد مجهودات المنظمة لتوضيح أهدافها					
5	يساهم نظام التكاليف المبني على الأنشطة في مساعدة الإدارة العليا وضع خطط مستقبلية تحقق أهداف الإستمرارية					
6	الزيادة في نجاح تطبيق نظام التكاليف المبني على الأنشطة يعتمد بشكل قوي على وضوح أهداف هذا النظام					

APPENDIX"C"

LIST OF THE QUESTIONNAIRE REFEREES

List of Examiners

NO.	Name	Academic Rank	Specialization	Institution
1	Munther Al-Momany	Professor	Accounting	Yarmouk University
2	Turki Alhmoud	Professor	Accounting	Yarmouk University
3	Walid Siam	Professor	Accounting	Hashemite University
4	Ahmad Al-Omari	Associate Professor	Accounting	Yarmouk University
5	Mahmoud Qaqish	Associate Professor	Accounting	Yarmouk University
6	Mishiel Suwaidan	Associate Professor	Accounting	Yarmouk University
7	Abeer Khoury	Assistant Professor	Accounting	Yarmouk University
8	Ayman Haddad	Assistant Professor	Accounting	Hashemite University

الملخــــص

المخلافي، محمد عبد الله حمود. العوامل السلوكية والتنظيمية التي تؤثر في نجاح تطبيق نظام التكاليف المبني على الأنشطة في الشركات الصناعية الأردنية. رسالة ماجستير في المحاسبة بجامعة اليرموك، 2009 (المشرف: د/ جمال إبراهيم البدور).

هدفت هذه الدراسة إلى معرفة مدى تأثير العوامل السلوكية والتنظيمية في نجاح تطبيق نظام التكاليف المبني على الأنشطة في الشركات الصناعية الأردنية. ولتحقيق هدف الدراسة فقد تم جمع البيانات اللازمة من 77 موظفا ممثلا بالمدير العام، نائب المدير، المدير المالي، المحاسبين الذين يعملون في الشركات الصناعية الأردنية المدرجة في سوق عمان المالي والذين لهم علاقة بنظام التكاليف المبني على الأنشطة للعام 2008 وذلك من خلال الإستبانة التي تم تصميمها وتوزيعها على أفراد العينة.

أظهرت نتائج الدراسة أن دعم الإدارة العليا والتزامها هو أكثر العوامل تأثيرا في نجاح تطبيق نظام التكاليف المبني على الأنشطة من العوامل الأخرى. علاوة على ذلك أن نظام التكاليف المبني على الأنشطة يعطي معلومات أكثر دقة عن تكلفة و ربحية كل منتج. وأخيرا، لأن هناك قليل من الشركات الصناعية الأردنية التي تطبق نظام التكاليف المبني على الأنشطة فيوصي الباحث الشركات الأخرى باستخدام هذا النظام وأيضا إمكانية تطبيق هذه الدراسة باستخدام عوامل أخرى وقطاعات أخرى.

الكلمات المفتاحية: ***العوامل السلوكية والتنظيمية، نظام التكاليف المبني على الأنشطة، الشركات الصناعية الأردنية ، سوق عمان المالي.***